



ENCLOSURE 1 – CAX Course Overview

1. **The CAX Course is 17-days of intense and challenging training**, designed to help you formulate and judge solutions to military problems, present military briefings, demonstrate staff officer skills, and identify organizational structures used to maintain a force capable of joint operations.
2. The course is primarily organized into two major instructional blocks, where individual and group staff officer skills are introduced, demonstrated, and reinforced during the first week, and refined, through increased individual and group performance expectations, during the second week. The CAX course begins with high but achievable standards. As you improve, staff leaders will continue to raise the standards! The material taught in CAX is progressive and sequential; therefore, the standards must also reflect progression and sequence.
3. Lessons are interdependent, where each succeeding lesson builds directly upon the terminal and enabling learning objectives of earlier lessons – “brain-dumping” after a completed lesson is highly discouraged. Lessons focus on “process over content,” enabling you to learn doctrinal staff officer procedures and to leave the course more competent than when you arrived. All remediation will be conducted to ensure consistency, fairness, and a noncompetitive environment where you can recognize opportunities for personal and professional growth.
4. All students will be assigned a “permanent” student staff position that will be held throughout the entire course. These “permanent” student staff positions are in addition to the positions held when completing the CAX Course practical exercises. The Student Executive Officer has oversight for the completion of all student staff requirements/products. Student staff positions are designed to reflect the duties of a brigade staff, are determined by the CAX Course Director, and are not necessarily assigned by rank.
5. The evaluation philosophy of the CAX course is simple: staff leaders evaluate you based on your individual capabilities and demonstrated improvement. Staff leaders do not compare students. Assessment and feedback in terms of leader values, attributes, skills, and actions will focus on the CAX goals. Feedback will be immediate, identifying your strengths and weaknesses, and consistent with the staff leader’s articulated standards. Your work and performance will be evaluated as broadly outlined below; however, assessments and evaluation results have no fixed meaning. Expectations and standards change as the course progresses. You must continually strive for improvement, never relaxing after achieving a certain level; the “O” (Outstanding) received on a previous training day may very well be a “NI” (Needs Improvement) on the current training day!
 - a. = Outstanding. Significantly above requirements for successful task performance. Would forward written or oral product as it is.
 - b. E = Excellent. Exceeds requirements for successful task performance. Would forward written or oral product with minimal change.
 - c. S = Satisfactory. Meets requirements for successful task performance. Contains minimum grammatical or presentation errors. Average performance for CAX students.
 - d. NI = Needs Improvement. Does not meet requirements for successful task performance. Remediation (redo) may or may not be necessary. May have material essentially correct, but some areas are weak. Content is inadequate. Product requires some revision.

e. NM = Needs Much Improvement. Significantly below requirements for successful task performance. Remediation (redo) is necessary.

6. You will receive one formal counseling, although there will be unlimited informal, unscheduled counseling opportunities. Your formal counseling will occur at the end of the course. This counseling will focus on both performance and professional growth, as described in FM 22-100. The individual focus of the formal counseling session will relate your performance and leader behaviors during the CAX course to leadership and service as a staff officer in the Army. During any counseling session, you have the opportunity to openly discuss your performance, your strengths and weaknesses, and your future with a field grade officer who is not in your chain of command; speaking frankly and receiving feedback without fear of career-stopping retribution.

7. Although you are not given formal grades during the CAX course, the school maintains an academic standard that all students are required to meet. That academic standard is *improvement*. If you fail to demonstrate improvement – instead demonstrating a lack of motivation, poor attitude, marginal academic progress, etc – you will be subject to academic board proceedings. If you engage in academic misconduct – plagiarism, cheating, belligerence, habitual tardiness, etc -- you will be subject to academic misconduct board proceedings. The final consequence of either board can result in your dismissal from the course.

8. To graduate from the CAX Course, each student must demonstrate improvement in all four student goals by achieving at least a "Satisfactory" level of performance in each area. The CAX course goals are:

- a. Improve ability to analyze and solve military problems.
- b. Improve communication skills.
- c. Improve ability to interact and coordinate as a member of a staff.
- d. Improve understanding of Army organization, operations, and procedures.